



## Appendix II-D

### Conducting and Managing the Assessment



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The requirements in this section define how the assessment process is to be managed (see Figure II-D.1). They establish:

- Authority for direction of the assessment and the stakeholder roles in the directive process.
- Role of the sponsoring organization, including administration and funding.
- Responsibilities.
- Assessment planning, budget preparation, and resource allocation.
- Progress reporting to stakeholders.
- Oversight and review.
- Integration with waste disposal decision-making.
- Implementation.
- Control of changes in assessment results, planning, and budgets, as well as changes to the requirements in this document (Part II).

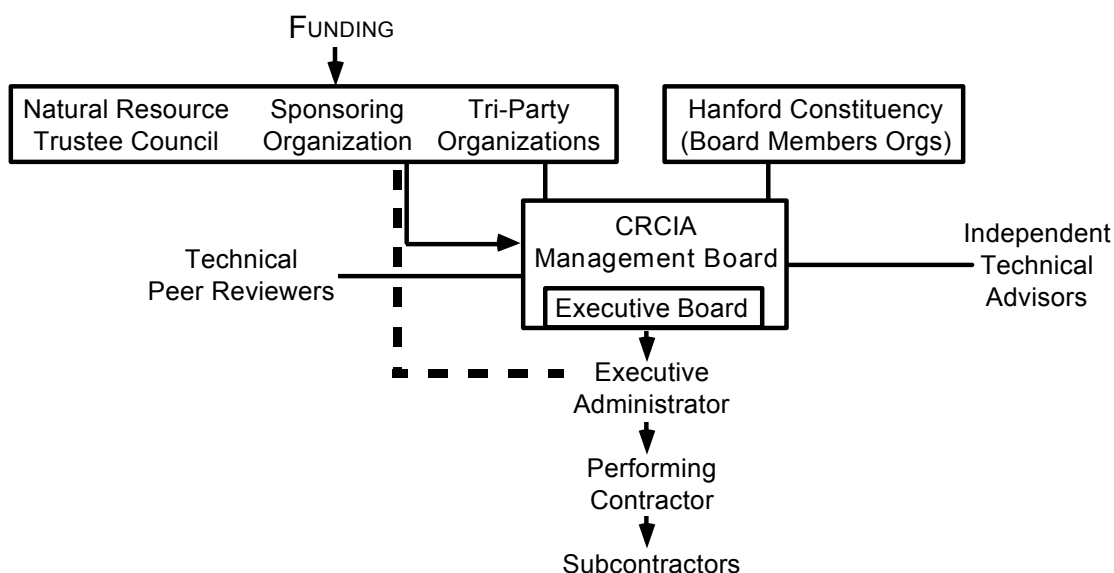


Figure D.1. Management of the Columbia River Comprehensive Impact Assessment



## 1.0 Project Direction and Stakeholder Steering Roles

A group representing the people affected by the cleanup and waste disposal decisions at Hanford, the Columbia River Comprehensive Impact Assessment (CRCIA) Board, will serve as the steering authority for the conduct of the assessment. This document, supplemented by a Board Charter, establishes and empowers the CRCIA Board. The Board manages the conduct of the assessment under the auspices of the Tri-Party Agreement and the Natural Resource Trustee Council. The requirements in this section are:

(D1.0-1) Membership of the CRCIA Board will be sought to represent:

- (a) General citizenry affected by Hanford
- (b) Persons who use the Columbia River for sustenance, commerce, or recreation
- (c) Affected Tribal governments
- (d) Tri-Party Agreement agencies
- (e) Federal and state regulators of Hanford
- (f) Federal, state, and local public health agencies
- (g) Hanford Natural Resource Trustee Council
- (h) Fish and wildlife agencies
- (i) Representatives of the affected local, state, and federal governments

Participation on the CRCIA Board does not abrogate the sovereignty of Indian Nations, state or local governments, nor does it preclude separate action.

(D1.0-2) The decision authority established for the CRCIA Board applies solely to the conduct of the impact assessment. Unless specific individuals are invited to make personal recommendations, involvement of assessment personnel in other Hanford Site decision-making activities is limited to the presentation of assessment results. Assessment results will not include judgments on the acceptability of river conditions (as opposed to portraying regulatory standards) or suggested disposal solutions. Personal recommendations must be clearly understood to be only the views of the individual and do not represent the Board or the assessment project.

(D1.0-3) Within the Board, an Executive Board will be established. The Executive Board will conduct the hands-on management of the assessment while the full Board will establish policy and provide executive oversight of the on-going assessment activities. The full Board will meet at regular intervals as needed, monthly, for example. The Executive Board, however, will need to meet more frequently, perhaps weekly, and for longer sessions, such as a half or full business day. Additional meetings will be convened as needed.

(D1.0-4) The Executive Board will be composed of representatives of the Tri-Party Agreement agencies, the governments of the states of Washington and Oregon, the Hanford Advisory Board, and the sovereign governments of the Confederated Tribes of the Umatilla Indian Reservation, Nez Perce Tribe, and Yakama Indian Nation. This participation is essential.



Reimbursement for time and expenses may be a condition for some members' participation. The Board is authorized to make funds available from the funding authorized to CRCIA from the sponsoring organization.

- (D1.0-5) Among the responsibilities of the CRCIA Board is planning the conduct of the assessment and preparing the annual budget proposal. Both the sponsor's administrative staff and the performing contractor will assist as requested. The CRCIA Board will present and defend each CRCIA budget proposal to the sponsor's budget decision-making body and to higher authority as warranted. Definition and planning of the assessment's technical work is to be accomplished by the performing contractor under the guidance of the CRCIA Board.
- (D1.0-6) The CRCIA Board may, through the sponsoring organization, hire independent experts to advise or perform intermittent special technical tasks for the Board. Similarly, the Board will need independent peer review services which, like the technical advisors, will be acquired through the contracting capabilities of the sponsoring organization or performing organization. The experience of these advisors and peer reviewers should be from outside the Hanford and U.S. Department of Energy (DOE) community to the extent feasible considering the degree of familiarity with Hanford Site cleanup the Board feels to be essential.
- (D1.0-7) The meetings and all other business of the CRCIA Board will be open to the public. However, in view of the broad based public representation comprising the Board, it is expected that input from the public will usually be made through the appropriate representative.
- (D1.0-8) The CRCIA Board will prepare a Charter to formalize its existence, responsibilities and operations.

## 2.0 Roles of the Sponsoring Organization

The sponsoring organization is that group which funds and advocates accomplishing the assessment, most probably, but not necessarily, DOE's Richland Operations Office. The organization serving as the sponsor and funding agent of this assessment will defer to the CRCIA Board to manage the conduct of the assessment. The requirements in this section are:

- (D2.0-1) The sponsoring organization will keep the CRCIA Board informed of the need for funding information and budget requests. While the Board will represent the assessment project in budget reviews and related resource allocation activities, the sponsoring organization is expected to provide fair and impartial advocacy of the assessment project's needs in day-to-day funds management activities.
- (D2.0-2) The sponsoring organization will provide a senior, well qualified manager to serve as project manager within the sponsoring organization and as executive administrator within assessment activities. This person must have sufficient stature and respect within the sponsoring organization to enable authority to be delegated to him or her to act for and, in all but sensitive policy areas and funding matters, to commit the sponsoring organization to the agreements reached in



Board deliberations. In all matters, the executive administrator will reflect and advocate the Board's consensus positions and sentiments. The sponsoring organization will also provide reasonable staff support to the executive administrator.

- (D2.0-3) The CRCIA project will rely upon the sponsoring organization to provide:
- (a) General administrative services
  - (b) Meeting support services, including minutes, conference rooms, and audio/visual equipment
  - (c) Procurement and subcontracting services, including contract management of the contractor performing the assessment analytical work
  - (d) Payroll and/or expense reimbursement services for those Executive Board members whose participation is not possible without financial support
  - (e) Publishing services, including controlled document distribution and support
  - (f) Liaison and support services with other project managers and senior DOE officials to ensure integration of the CRCIA with other Hanford Site activities and decision-making

### 3.0 Performing Organization and Subcontractors

- (D3.0-1) The sponsoring organization in collaboration with the CRCIA Board will select and contract with the most highly qualified company available to perform the assessment. Subcontractors will also be selected in collaboration with the CRCIA Board. In all cases, contractor selection will be made so as to avoid a conflict-of-interest.
- (D3.0-2) The performing organization will be responsive to the CRCIA Board's direction through the sponsoring organization and appropriate contract provisions.
- (D3.0-3) The performing contractor is responsible to ensure that the Board acts in all matters with a grasp of the relevant technical considerations.

### 4.0 Conflict of Interest

- (D4.0-1) Potential or perceived conflict-of-interest will be acted upon by the Board as appropriate.

### 5.0 Relationship with Hanford Site Decision-Making

- (D5.0-1) In accordance with the stated purpose for performing this assessment, it is expected that the results and conclusions will be used by Hanford Site decision-makers to:



- (a) Help determine the manner in which remediation and waste disposition should be done
  - (b) Validate the waste disposition decisions already made or justify a revision in planned actions
  - (c) Provide advice and recommendations to people down river from Hanford
- (D5.0-2) In view of the intended uses of assessment results, the CRCIA Board must plan and schedule the key milestones in the assessment to yield timely information for the Hanford Site decision making process. The Executive Administrator will keep the Board advised of:
  - (a) Budget preparation, review, and allocation schedules
  - (b) Hanford Environmental Impact Statement and Record of Decision schedules
  - (c) Key strategic planning activities
  - (d) Formulation efforts for other key decision documents at both the Site and project levels
- (D5.0-3) The Board will consider the use of such devices as a newsletter, flash reports, and similar tools to both advise Hanford project managers of significant CRCIA developments and also to encourage informal networking between the assessment project and the decision makers.
- (D5.0-4) The Board must constantly strive to have assessment results available which reveal the overall Hanford Site performance for each officially approved waste disposal baseline. This applies whether the expression of that baseline occurs in formal strategic planning documentation, in environmental impact statements, or in budget proposal planning assumptions.

## 6.0 Management and Progress Reviews

- (D6.0-1) The CRCIA Board will, with support from the sponsoring organization and performing contractor, develop and maintain a resource loaded project work plan spanning the life of the project. Currency of the work plan, progress, and problem resolution responsibilities will be reviewed regularly, perhaps monthly, by the Executive Board and reported to the full CRCIA Board.
- (D6.0-2) The CRCIA Board is responsible for the allocation of the funding provided as well as the financial state of the assessment project. The Board may appoint one of its members to serve as Financial Manager. The project work plan will be the basis for preparation of budget proposals and reports. Financial information available through the existing cost reporting systems of the sponsoring organization and performing contractor will be used as appropriate.
- (D6.0-3) The Board will ensure that resources and budgets are allocated in accordance with the results of the required sensitivity studies which are intended to identify and rank order the factors contributing most to impact to the river (See Appendix C, Section 2.0). This approach will



require that funding is allocated to the evaluation of the most dominant drivers first. This requirement is the cornerstone of financial management for the project and for defining and revising work plans.

- (D6.0-4) At the Board's discretion, gates should be defined at key junctures in the work plan schedule. The gates should define conditions to be met during the assessment which measure work progress and keep subtasks in harmony with one another. Gates also improve financial management within the project. Reporting the extent to which gate conditions are being met should be included in management reviews.
- (D6.0-5) After completion of any given work plan, literature searches will be done. This is to determine if technical work done in the past meets the needs of the work plan and the requirements of this document. If so, the results may be used in lieu of performing the work again in the CRCIA project.
- (D6.0-6) The CRCIA Board will receive a progress report presentation from the sponsoring organization and performing contractor on a regular basis, perhaps monthly. Observers, especially representatives of the sponsoring organization and Tri-Party Agreement agencies, may be invited to participate.
- (D6.0-7) The Executive Administrator and performing contractor will provide a written quarterly progress report to the Board for approval and transmission to the Tri-Party Agreement agencies and sponsoring organization.
- (D6.0-8) Periodic reviews of progress and findings will be made by the Board with the organizations represented on CRCIA Board.

## 7.0 Public Outreach

The CRCIA Board will remain mindful of its burden to responsibly represent the public who, through Hanford's impact on the Columbia River, are affected by the cleanup program's waste disposal decisions. The structure of the CRCIA management approach is designed to enable the public's meaningful involvement in directing the assessment. However, this will be achieved only to the extent that each Board member aggressively develops and maintains a rapport with the constituency to which he or she is accountable. The requirements in this section are:

- (D7.0-1) The CRCIA Board will develop a public outreach plan that shall include but not be limited to the following:
  - (a) Regularly provides assessment reports to interested parties informing them of the emerging insights into the present and future states of the Columbia River together with the causes of any projected impact



- (b) Provides innovative opportunities for meaningful and effective public participation in assessment project reviews

## 8.0 Technical Oversight

- (D8.0-1) At the discretion of the Board, periodic technical reviews will be made by independent, qualified experts. These reviews may be of the assessment project in general, of the technical approach(es) planned, or of the results obtained. Peer review comments and recommendations will be made available to anyone who requests them. The experience of the reviewers should be from outside the Hanford and DOE community to the extent feasible considering the degree of familiarity with Site cleanup the Board feels to be essential.

## 9.0 Implementation

The management approach prescribed for CRCIA defines a new paradigm for predecisional participation by affected people. Realizing that it will take time to adapt the supporting infrastructure, the CRCIA Board will work cooperatively with existing policies and practices while helping to develop more effective processes. Throughout the implementation period, the Board will entertain suggestions to revise and update requirements in this document. However, the basic approach and structure is considered sound. The requirements in this section are:

- (D9.0-1) Throughout the conduct of the Screening Assessment and preparation of these requirements, the CRCIA Board functioned as a stakeholder advisory team. It has been composed of the Tri-Party Agreement agencies, the governments of the states of Washington and Oregon, the Hanford Advisory Board, and the sovereign governments of the Confederated Tribes of the Umatilla Indian Reservation, Nez Perce Tribe, and Yakama Indian Nation. Implementation of these requirements broadens the membership of the Board and changes its role to management of the assessment effort.
- (D9.0-2) The existing CRCIA Team will determine when the full CRCIA Board should be formed. Probably the existing team will remain unchanged while preliminary assessment tasks are being performed. The other provisions of this appendix will be implemented on the date(s) established by the existing team or on the date this document is published as revision zero.

## 10.0 Control of Changes to the Assessment Project

The CRCIA Board or the Executive Board acting in the Board's behalf is the only approval authority for changes in the assessment's work plans, budget allocations, findings, or for changes to the requirements in this document, Part II. The requirements in this section are:





- (D10.0-1) Upon initial release in its final form, Part II of this document will be controlled by the CRCIA Team. It will be released as revision zero (Rev. 0). Subsequent revisions distributed by interim correspondence can be approved only by the CRCIA Board or the Executive Board acting in the Board's behalf.
- (D10.0-2) The assessment project work plan, after its initial preparation and approval by the Board, will be revised only upon approval by the Board. However, it is expected that the Board will provide the performing contractor moderate discretionary authority to make operational deviations in keeping with the provisions and spirit of this document and the work plan.
- (D10.0-3) Results from the assessment will be released only after review and approval by the Board. Findings of subsequent technical work indicating a need to update these conclusions will be approved by the Board prior to release and prior to revising earlier assessment results.